



**Managing Heritage Cities in Asia and Europe:  
the Role of Public-Private Partnerships  
*Experts' Meeting in Preparation for  
the 5<sup>th</sup> ASEM Culture Ministers' Meeting 2012***

**12-14 July 2012  
Yogyakarta, Indonesia**

**SUMMARY REPORT**

In view of the 5<sup>th</sup> ASEM Culture Ministers' Meeting (18-19 September 2012, Yogyakarta, Indonesia) addressing the theme "Managing Heritage Cities for a Sustainable Future", the Asia-Europe Foundation (ASEF) and the Universitas Gadjah Mada (UGM) co-organised an Experts' Meeting on the sustainable management of heritage cities and historic urban landscapes (12-14 July 2012, Yogyakarta, Indonesia).

Sixteen experts<sup>1</sup> from 12 member countries of the Asia-Europe Meeting (ASEM)<sup>2</sup> gathered in Yogyakarta, Indonesia, to investigate innovative models of collaboration for the preservation, revitalisation and promotion of the tangible and intangible heritage of cities. Over three days, the experts looked at case studies from across Asia and Europe that have successfully built synergies among policy makers, urban planners, city developers, architects, conservationists, businesses, private foundations, property owners and citizens. These deliberations have resulted in a series of recommendations for the consideration of ASEM Governments.

A compilation of case studies on public-private partnership arrangements for the sustainable management of heritage cities has been commissioned by ASEF in collaboration with two heritage networks, Europa Nostra and the International National Trusts Organisation.

The recommendations and case studies are being presented by ASEF to the 5<sup>th</sup> ASEM Culture Ministers' Meeting in keeping with its mandate to channel civil society recommendations to ASEM Governments.

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<sup>1</sup> Participating experts included Laretna T. Adishakti, Co-ordinator, Centre for Heritage Conservation, Universitas Gadjah Mada, Indonesia; Julia Davies, Senior Programme Assistant, Culture Unit, UNESCO Bangkok Office, Thailand; Syed Idris, Professor of Urban Design and Conservation, Universiti Teknologi Malaysia, Malaysia; Chaw Kalyar, Principal Architect, Statement design firm and Joint Secretary, Association of Myanmar Architects, Myanmar; Catrini Kubontubuh, Executive Director, Indonesian Heritage Trust, Indonesia; Laurie Neale, Architect & Heritage Consultant, Europa Nostra Council Member, the Netherlands; Simon R. Molesworth, Executive Chairman, International National Trusts Organisation, Australia; Paul Morel, Senior Programme Manager, Stadsherstel Amsterdam, the Netherlands; Philippe Peycam, Director, International Institute of Asian Studies, the Netherlands; Shobita Punja, CEO, National Culture Fund, India; Sabina Santarossa, Director, Cultural Exchange, Asia-Europe Foundation, Singapore; Nils Scheffler, Proprietor, Urban Expert, Germany; Daud Aris Tanudirjo, Lecturer, Department of Archaeology, Universitas Gadjah Mada, Indonesia; Gamini Wijesuriya, Project Manager, International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), Italy; Naing Win, Director, Department of Archaeology, National Museum and Library (Bagan Branch), Myanmar; and, Yukimasa Yamada, Professor, Graduate School of Urban Environmental Sciences, Tokyo Metropolitan University, Japan.

<sup>2</sup> ASEM now brings together 46 member states (Australia, Austria, Belgium, Brunei Darussalam, Bulgaria, Cambodia, China, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Indonesia, India, Ireland, Italy, Japan, Korea, Laos, Latvia, Lithuania, Luxembourg, Malaysia, Malta, Mongolia, Myanmar, the Netherlands, New Zealand, Pakistan, the Philippines, Poland, Portugal, Romania, Russia, Singapore, Slovakia, Slovenia, Spain, Sweden, Thailand, United Kingdom, Vietnam) plus the European Commission and the ASEAN Secretariat.



**The principal findings and recommendations of the Experts' Meeting, *Managing Heritage Cities in Asia and Europe: the Role of Public-Private Partnerships* are as follows:**

After reviewing a variety of case studies on Public-Private Partnership (PPP) arrangements for the sustainable management of heritage cities in the ASEM region, the experts agreed that:

- i. Heritage brings pride and a sense of identity and ownership. It is first and foremost about people and communities. It is about social empowerment and inclusiveness, resulting in social stability and prosperity.
- ii. Urban heritage enhancement adds value to the city and brings economic development and social vitality. Revitalisation of heritage contributes to the creation of jobs and business opportunities. It improves quality of life for local communities. It helps citizens to learn about their heritage, providing local identity, pride and community spirit about their environment. In doing so, revitalisation empowers communities. Heritage must therefore be thought of in terms of socio-economic benefits and profits, rather than in terms of costs and liabilities.
- iii. Massive real estate development projects and their huge impacts transform the social landscape of cities. If they are not discussed and assessed by the different stakeholders, they must be considered in principle as counter to the involvement, and thus the quality of life of the local communities, and to the preservation of their urban heritage.
- iv. Public-private partnerships are understood as interactions of a plurality of stakeholders. Case studies show that creative partnerships can be forged between a variety of actors such as:
  - State institutions (international, national and local levels)
  - Educational and cultural institutions
  - Major corporations
  - Small and Medium Enterprises (SMEs)
  - International funding organisations
  - Private heritage trusts and foundations
  - Citizen groups
  - Religious communities
  - NGOs
  - Individual donors
- v. Heritage safeguarding and development is a long-term commitment. It is context-dependent, requiring creative, flexible and collaborative approaches between stakeholders.
- vi. PPP arrangements prove to be one of the powerful and complementary tools for safeguarding and developing heritage, not only in cities, but also in towns, villages and their surroundings. Some aspects – sharing costs, responsibilities and risks, boosting efficiency, development and long-term commitment – inherent to profit-led PPP, if appropriately adapted, can deliver important benefits to the heritage sector.



- vii. During the Experts' Meeting, some experts have shown from their own experience that co-operation between the private and public sectors has made possible major changes in their environment, for built heritage, as well as for people/citizens. If a solid private initiative is followed by the support of the public sector, success is almost always guaranteed.

To conclude, the experts make the following recommendations to ASEM Ministries of Culture:

- i. All stakeholders should acknowledge that urban heritage is not limited to isolated landmarks of built heritage and that it should include the various elements constituting a distinctive socio-cultural and economic local environment, within which elements of material and immaterial cultures are interwoven to constitute "urban heritage". For example, Kawagoe's historical street area in Japan, that was presented at the Experts' Meeting, where local citizens, shop keepers and historical groups, interact with members of religious communities and the municipality to provide the place with a distinctive and "lively" cultural character.
- ii. Local involvement of stakeholders and sustained capacity building should be strengthened through:
  - Raising awareness and understanding about the cultural heritage values and continuous engagement with all potential stakeholders;
  - Promoting good-practice examples of private initiatives and business opportunities directly to relevant stakeholders;
  - Supporting and empowering stakeholders to contribute to the safeguarding and management of local heritage and policy making;
  - Developing skills of local citizens to improve their heritage environment;
  - Promoting networks within and between cities, regions and nations;
  - Assessing and monitoring stakeholders' values, priorities and concerns;
  - Enhancing the knowledge about economic, social and environmental benefits.
- iii. States and cities must work together with private partners towards the delineation of culturally, historically and economically meaningful, coherent zones, within which multileveled preservation and development actions are undertaken.
- iv. Public institutions should activate and co-operate with private stakeholders in all phases of planning, implementation, monitoring and management. To this end, they should synergise their strategies, objectives and actions in order to activate adequate resources.
- v. Local heritage initiatives should ask companies/banks/insurance companies for their financial participation, as well as for their expertise. Thinking in terms of benefits, arrangements with the commercial world should be made possible in, for instance, a limited liability company such as Stadsherstel Amsterdam in the Netherlands, which was presented at the Experts' Meeting. Investors in such companies can be paid a moderate annual return for their financial participation in the revitalisation of heritage. Governments should encourage and take part in the interaction between the 'cultural heritage' and 'commercial' worlds.



- vi. A comprehensive mapping of the city's natural, cultural and living<sup>3</sup> heritage should be undertaken in a register. This would mean that the government would need to provide funds for this exercise. The mapping exercise should be the first step in order to assess the values which need to be protected within the historic city. Such a register could serve as a basis for the identification of public-private collaborative projects.
- vii. Public-private partnerships should focus, among other things, on finding sustainable, self-sustaining and/or cost-effective functions for disused built heritage to create revenues for its proper maintenance.
- viii. Public authorities should promote and support creative funding models and opportunities, including the stimulus of resources from diverse sectors.
- ix. While promoting PPP initiatives, public authorities should also continue their involvement and maintain their responsibilities in heritage regeneration at all levels. Where necessary, they should address the lack of regulations and their effective implementation.

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<sup>3</sup> Experts preferred to use the term 'living' heritage to describe the notion of intangible heritage.